



How to Plan a Successful Get Smart About Antibiotics Week October 6th-10th, 2008

Get Smart: Know When Antibiotics Work
Centers for Disease Control and Prevention

The purpose of this document is to provide program coordinators guidance in planning a successful Get Smart About Antibiotics Week. This document contains suggestions for planning and implementing small activities as well as large events. The suggestions in this document can be used to build a new antibiotics health observance or to strengthen past efforts.

The document is divided into 5 Sections including:

The toolkit divides program planning into five steps:

1. ***Lay the foundation***: Review past and existing programs, assess needs and resources, and determine clear objectives.
2. ***Select activities***: Avoid rushing to activities, follow a systematic and evidence-based process to identify and select activities that will effectively meet your objectives.
3. ***Plan activities***: Turn ideas into actions by establishing clear steps to take you from site selection to post-event follow-up.
4. ***Build partnership support for appropriate antibiotic use activities***: Expand your partnerships and work with media to support and maximize the reach of your activities.
5. ***Evaluate activities***: Assess accomplishments and lessons learned so you can build on success and strengthen future activities.

* Tips for working with the media will be provided via teleconference and a supplemental PowerPoint Presentation. Contact Darcia Johnson @ clq7@cdc.gov for more information

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Overview

Upper respiratory infections account for three quarters of all antibiotics prescribed by office-based physicians.¹ If antibiotics were always prescribed appropriately, the resulting increase in resistance could be seen as inevitable and unavoidable. However, antibiotics are often used inappropriately. Even though prescribing rates have decreased, current data suggest that, for all ages combined, more than ten million courses of antibiotics are prescribed each year for viral conditions that do not benefit from antibiotics.²

In response to rising rates of resistance and inappropriate prescribing, the Centers for Disease Control and Prevention (CDC) launched the Campaign for Appropriate Antibiotic Use in the Community in 1995.³ In 2003, the campaign was branded and launched as *Get Smart: Know When Antibiotics Work*. This campaign aims to reduce rising rates of antibiotic resistance by:

- 1) promoting adherence to appropriate prescribing guidelines among providers;
- 2) decreasing demand for antibiotics for viral upper respiratory infections among healthy adults and parents of young children; and
- 3) increasing adherence to prescribed antibiotics for upper respiratory infections.

Get Smart about Antibiotics Week provides an opportunity to:

- Highlight the importance and benefits of appropriate antibiotic use to parents.
- Highlight the importance and benefits of appropriate antibiotic prescribing to healthcare providers.
- Focus attention on advancements made in appropriate antibiotic use.
- Revitalize efforts to promote appropriate antibiotic use and to stop the rise of antibiotic resistance.
- Encourage better patient/parent- healthcare provider communication.
- Draw attention to the efforts of individual programs by working cohesively.

Get Smart about Antibiotics Week also supports efforts to:

- Work with state and local health departments and local coalitions to develop and implement a local communication strategy to increase awareness of the importance of appropriate antibiotic use.
- Create events that attract community and media to increase the number and visibility of national and local media stories on antibiotic resistance.
- Provide a media hook to interest national and local media in developing feature stories on the importance of appropriate antibiotic use and antibiotic resistance, and equip local planners to work effectively with local experts and media.
- Recognize local partners and volunteers for efforts to promote appropriate antibiotic use.
- Create opportunities for local organizations and agencies to work together as coalitions.

¹ McCaig LF, Hughes JM: Trends in antimicrobial drug prescribing among office-based physicians in the United States. JAMA 273:214-219, 1995.

² McCaig LF. Personal communication, July 10, 2003.

³ Corbett KK: Susceptibility of youth to tobacco: a social ecological framework for prevention. Respir Physiol 128:103-118, 2001.

This toolkit is designed to facilitate your participation in this national effort. Specifically, it will help you to develop activities and events that:

- Educate parents and caregivers about the importance of appropriate antibiotic use.
- Support healthcare providers in efforts to prescribe appropriately.
- Encourage communication between parents and healthcare providers about antibiotics.
- Attract community and media to increase the number and visibility of local media stories on the importance of appropriate antibiotic use for upper respiratory infections.

Get Smart about Antibiotics Week 2008 Messages include:

Long-Term Goal:

- Reduce the spread of antibiotic resistance

Objectives:

- Increase the knowledge of the general public and modify their attitudes and behaviors regarding appropriate antibiotic use and antibiotic resistance. This includes:

- 1) decreasing demand for antibiotics for upper respiratory infections* among healthy adults and parents.
- 2) increasing adherence to prescribed antibiotics for upper respiratory infections.
 - Decrease unnecessary prescribing of antibiotics for upper respiratory infections.
 - Decrease sharing and saving of previously prescribed antibiotics.
 - Increase adherence to healthy behaviors to prevent acquiring a upper respiratory infection.

*Upper Respiratory Infections include: pharyngitis, bronchitis, otitis media, sinusitis, and the common cold

Key Messages:

- Antibiotics do not treat viral illnesses like colds and sore throat (except strep throat).
- Your body will fight viral illnesses that cause most upper respiratory infections.
- You should only use antibiotics that are prescribed to you by a healthcare provider; always follow the instructions on the label and properly dispose of any leftover medication.
 - Do not share your antibiotics with anyone, not even a family member.
- The inappropriate use of antibiotics may lead to unnecessary and sometimes dangerous side effects.
- Each time people take antibiotics, they are more likely to carry resistant germs in their noses and throats.
- Common antibiotics cannot kill these resistant germs.
- Good hand hygiene is one of the best ways to keep from getting sick and spreading illnesses.
- Appropriate antibiotic use can help protect you and your child.

STEP 1: LAY THE FOUNDATION

Successful programs require thoughtful and strategic planning. A critical part of the planning process is reviewing past and existing programs, assessing needs and resources, and determining clear goals. Laying this foundation of understanding and direction will ensure maximum effectiveness and impact of your GSW activities are maximized.

Start with Review

- ❖ What has your department or coalition done in past years to promote appropriate antibiotic use?
- ❖ What have other departments or coalitions across the country done in past years?
<http://www.cdc.gov/drugresistance/community/news.htm> to download print ads, podcasts, Graphic Button, Logos, PSA templates, etc. (See Activities Section)

Assess the Current Situation

- ❖ What are the needs in your state related to antibiotic resistance?

Consider:

- Areas or populations with high resistance rates
- Hard to reach populations
- Barriers for parents
- Barriers for healthcare providers

- ❖ What resources does your department or coalition have for GSW?

Consider:

- Staff time
- Funding
- Facilities
- Expertise
- Partners
- Materials

- ❖ What resources are available in the state for antibiotic resistance/appropriate use?

Other groups that might provide support for GSW activities include:

- Local affiliates of national Get Smart Week Partners

<http://www.cdc.gov/drugresistance/community/news.htm> to download **National Partner List**

- Community health clinics
- Organization serving specific groups (ethnic, religious, professional, etc.)
- Volunteer organizations (Rotary, Kiwanis, etc.)
- Schools
- Businesses
- Media

Determine your Objectives

Once you have an understanding of what the needs and resources related to antibiotic resistance are in your state and reviewed the GSW messages, determine your objectives for the upcoming GSW. Being clear about your objectives will facilitate the planning process and increase effectiveness.

Although there are broad national goals for GSW, every state has its own unique combination of people, organization, needs, and resources. Your department or coalition's objectives for GSW 2008 will depend on a number of factors:

- ❖ How is your current program meeting the GSW goals?
- ❖ What needs to happen in your state to achieve those goals?
- ❖ Where or among whom does that change need to happen?
- ❖ Who can you recruit to achieve these goals?

When you develop your objectives make sure they are SMART:

Specific

Measurable

Achievable

Realistic

Time-bound

STEP 2: SELECT ACTIVITIES

Target Audiences: *Who do you need to reach to meet your objectives?*

The primary audiences for the Get Smart about Antibiotics Week are:

- Parents
- Healthcare Providers

Each state or coalition has different needs and resources. Depending on the resources and needs identified in Step 1, a state may choose to focus its efforts on parents, healthcare providers or a combination of the two. When narrowing target audiences, think about various demographic characteristics (race/ethnicity, socio-economic status, age, geographic location, languages spoken) as well as other factors that might group people together, such as:

- Behaviors (physicians, nurse practitioners, physician assistants, and pharmacists)
- Similar benefits or barriers to using antibiotics appropriately (mothers who find it difficult to find time for doctor visits)

Target Behaviors: *What do you want them to do?*

Once you've determined your target audiences, think about what you want them to do in order to meet the objectives you've set.

It is not possible through GSW activities to directly decrease antibiotic resistance rates, as this requires long-term intervention at institutional and policy levels. You can, however, promote other actions that will lead to decreased rates. For example, GSW activities encourage parents and caregivers to:

- Talk with your healthcare provider about the best treatment for your illness.
- To feel better when you have an upper respiratory infection and antibiotics are not needed...
 - Increase fluid intake
 - Get plenty of rest
 - Use a cool mist vaporizer or saline nasal spray to relieve congestion
 - Soothe throat with ice chips, sore throat spray, or lozenges (do not give lozenges to young children)
- Properly dispose leftover and expired antibiotics. For information visit <http://www.smarxtdisposal.net/> or http://www.whitehousedrugpolicy.gov/publications/pdf/prescrip_disposal.pdf
- Clean your hands often (*e.g.*, before meals and after touching pets).
- Keep you and your child current with recommended appropriate antibiotic use.

Activities: *How can you address the barriers and promote the benefits?*

Use the information you've gathered to select activities that work together to:

- Make a clear call to action
- Address all key factors
- Minimize barriers
- Fit your budget and staff resources

It's also important to take stock of factors that may impact your efforts – both positively and negatively, such as:

- Recent media coverage about antibiotic resistance.
- Issues related to antibiotic resistance.
- Other organizations promoting appropriate antibiotic use that you might partner with.
- Competing messages in the media or community.

Here are some ideas to help you get started:

Level I: Getting Started

The following activities require minimal amounts of time and resources. Visit <http://www.cdc.gov/drugresistance/community/news.htm> to download print ads, podcasts, Graphic Button, Logos, PSA templates, etc.

- Ask partners to place Graphic Button (logo) on websites to link back to the Get Smart Website.
- Ask partners to link website to CDC podcasts on antibiotic resistance/appropriate use.
- Ask newspapers and newsletters to publish public service print ads, articles, or editorials.
- Ask Partners for premiere placement of GSW information on websites (top-left corner).
- Write a news release, opinion-editorial piece, or letter to the editor.
- Ask employers and businesses to include an antibiotic educational message with their payroll or billing notice (especially for utility company, bank, and credit card statements).
- Ask religious leaders to include messages about antibiotic resistance, appropriate antibiotic use and disease prevention in their sermons, prayers and bulletin.
- Ask large companies to pay for placement of radio or newspaper ads about your program.
- Ask advertisers to include appropriate antibiotic use print ads or reproducible art in their ads in local newspapers.
- Ask local businesses to print and distribute appropriate antibiotic use materials including “stuffers” in local coupon packets (offer a credit line on the materials acknowledging their donation).
- Provide appropriate antibiotic use brochures for distribution at health clinics.
- Ask unions to distribute appropriate antibiotic use materials to their members who are parents or caregivers.
- Ask merchants to display print ads, and include an appropriate antibiotic use message on store receipts, or make loudspeaker announcements.
- Prepare scoreboards or loudspeaker announcements for sports events, rodeos, concerts, or bingo games.
- Ask elementary and secondary school clubs or art classes to design and construct banners or portable exhibits for use at community events.
- Send letters about your plans to the editors of state medical journals, other professional journals, and local newspapers.
- Hold a breakfast for employers, religious leaders, or media representatives, and ask them to get involved with your activities.
- Prepare and distribute newsletter articles for employers, neighborhood associations, utility companies, or other organizations with newsletters.
- Ask to speak at an organization's event such as an Interfaith Alliance meeting about the importance of antibiotic resistance.

Level II: Enhancing Your Program

The following activities demand a little more effort from volunteers and staff, and possibly more funding, than activities in Level I. Visit

<http://www.cdc.gov/drugresistance/community/news.htm> to download print ads, podcasts, graphic button, logos, PSA templates, etc.

- Ask producers of radio call-in shows and television public affairs shows to feature appropriate antibiotic use activities; offer to provide background information on antibiotic resistance, sample questions and answers, and someone (i.e., pediatrician, health department official, or nurse) to interview.
- Arrange for a pediatrician or someone who represents your program to appear on a television or radio talk show.
- Ask retailers, banks, or other merchants to sponsor an appropriate antibiotic use event or seminar and to distribute educational information as a public service to their customers.
- Ask shopping mall management to sponsor a health fair, make room for an exhibit, or provide space for a "questions and answers about appropriate antibiotic use" table or booth.
- Hold an appropriate antibiotic use poster contest for students and offer donated prizes. Exhibit poster entries in a mall, community center, library, local bus station, or other public place frequented by your priority population.
- Acknowledge the coalition's partners at a special luncheon.
- Imprint balloons with the appropriate antibiotic use message and logo to mark the spot at special events.
- Talk with transportation companies about placing print ads with your appropriate antibiotic use message in buses and cabs. Alternatively, cab drivers could pass out cards with the appropriate antibiotic use message to their passengers.
- Imprint bags for supermarkets and pharmacies.
- Ask a radio station to do a live broadcast from your event, and have parents, caregivers, and healthcare providers interviewed about appropriate antibiotic use.
- Ask a radio station to participate on a day during Get Smart about Antibiotics Week by broadcasting, hourly, an appropriate antibiotic use message; provide broadcasters with live announcer copy or use one of the professionally produced GSW radio PSAs.
- Work with billboard and transit companies to seek public service space where it is most likely to reach your audience.
- Develop a speakers' program and offer presentations to community hospitals, churches, libraries, recreation centers, club meetings, and worksite brown bag lunches; identify speakers (e.g., healthcare providers, people affected by lack of antibiotic resistance, media spokespersons) and provide them with a prepared speech or talking points.
- Distribute materials to social service agencies.

Level III: Broadening Your Scope

The following activities require more organization, planning, staff, and resources than those in the previous levels. Some of these activities may serve to sustain long-term, high appropriate antibiotic use impact in your state. Visit <http://www.cdc.gov/drugresistance/community/news.htm> to download print ads, podcasts, graphic button, logos, PSA templates, etc.

- During the week preceding Get Smart about Antibiotics Week (GSW) have your Governor, First Lady, and coalition members kick off the week with a press conference and/or proclamation for GSW.
- Print information in newsletters. People often read newsletters more attentively and regularly than they read a regional newspaper.

- Contact local television stations and ask them to run public service announcements (PSAs) on appropriate antibiotic use. In many communities, parents and caregivers who stay at home prefer television to other media.
- Partner with local elementary schools to ask older children to take the appropriate antibiotic use message home to parents and caregivers of children by sponsoring a poster contest. Suggest using the theme for GSW.
- Invite special guests to an event announcing the poster winners. Use the first-place poster for your next appropriate antibiotic use campaign.
- Incorporate Michigan Antibiotics Resistance Reduction's Antibiotics and You curriculum (http://www.mi-marr.org/abx_pres.html).
- Ask a local college health education, marketing, or communications department or a public relations firm to design and conduct a community survey about GSW. Publicize the results.
- Send a letter to your Governor requesting that s/he ask county officials, mayors, and city council members for their active involvement in the appropriate antibiotic use issue.

Level IV: Focusing on Healthcare Providers

These activities are geared toward healthcare providers. Some of these activities require modest efforts and others require more planning and organization. Visit

<http://www.cdc.gov/drugresistance/community/news.htm> to download print ads, podcasts, graphic Button, Logos, PSA templates, etc.

- Encourage healthcare providers to remind parents/parents of symptomatic relief options for viral infections
- Encourage healthcare providers to use Symptomatic Prescription Pads
- Arrange for county health department personnel and service group representatives to speak on local talk shows.
- Ask medical groups to include your program information in continuing medical education programs.
- Ask healthcare providers to record and play an appropriate antibiotic use message to callers who are put on hold.
- Develop note pads and buttons with the GSW theme and logo for nurses and providers to help remind them to discuss appropriate antibiotic use with parents and caregivers.
- Recruit Medicaid managed-care organizations and ask them to educate their providers on the importance of communicating with parents and caregivers about appropriate antibiotic use.
- Ask your managed care organization to cosponsor a press conference demonstrating its support of your appropriate antibiotic use effort and to raise awareness.

STEP 3: PLAN ACTIVITIES

Now that you have selected activities for GSW, it is time to begin planning. Planning for a GSW event can be broken down into the following components:

- Draft a Program/Agenda
- Logistics
- Publicity
- Fundraising
- Evaluation

DRAFT A PROGRAM/AGENDA

Now that you have a date, time, and venue it is time to create the content of the event. This involves:

- Creating a slogan and a “take-away” message
- Identifying and recruiting speakers
- Developing the agenda

Here are some guidelines for each of these tasks:

Slogan

Get Smart about Antibiotics Week

The Power to Prevent Resistance is in Your Hands

* This may be used as it stands or adapted for the needs of your event

Recruiting speakers

Some events require speakers, such as luncheons, awards seminars, and educational workshops. The speakers may make opening remarks, give a keynote address, or facilitate training sessions, depending on the type of event.

Choose a speaker who will draw people to your event. This is especially important when you are targeting a busy audience like physicians. Look for a speaker who:

- Is a recognized expert on your subject
- Has name recognition (e.g., local politicians or celebrities)
- Is dynamic and funny
- Is reliable (i.e., not likely to back out at the last minute)

Some speakers may be willing to speak for free, but others may charge a fee. Some may be willing to speak for free if you cover their travel costs.

Given that appropriate antibiotic use coalitions are non-profit entities with limited funds, it is worth the effort to negotiate with speakers about their fees. Also be sure to discuss transportation and lodging arrangements if the speaker has to travel to your event.

Developing the agenda/Calendar of Festivities for the Week

A draft agenda for your event(s) should be developed no later than a month before the event. Here are some tips for developing a realistic agenda:

- Allow enough “wiggle room” in your agenda to account for late starts and unanticipated delays. For example, assume that your first session will start at least 15 minutes late and allow enough time before the second session to compensate for this.
- If your event is a seminar, training or workshop, plan for coffee or meal breaks every 2-2½ hours.
- When listing speakers and presenters on the agenda, put “tentative” or “confirmed” next to their names.
- If activities/sessions will be taking place in different rooms, be sure to list the room next to each item.
- Mark each version of the agenda with “Draft” and the date that it was revised. This will help to avoid confusions when multiple copies are circulating. Do not mark it “final” until you are absolutely sure that nothing will change.
- Assume that there will be last minute changes to your agenda and plan accordingly. For example, in your timeline, you may want to plan to print the agenda the evening before the event or even the morning of the event. Make sure that someone is available to do this at the last minute.

LOGISTICS

The “nuts and bolts” of event planning involves thinking through all aspects of your GSW activity. Visualize how the days leading up to the event will go, what the day of your event looks like, and try to identify places where difficulties may arise and have a back up plan prepared.

Checklist of key tasks on following page.

PUBLICITY

Now that you’ve planned your event, you need to let others know about it. Partner organizations and the media can play a big role in publicizing your efforts. Some key steps to publicity are:

- Identifying event spokespeople
- Creating promotional materials
- Media outreach

Identifying Event Spokespeople

Identify one or more spokespeople from your coalition who can talk about the event with the media and others. Ideally, the spokespeople should:

- Be knowledgeable about the appropriate antibiotic use issue you are addressing and also knowledgeable about the event.
- Have prior experience interacting with the media. If your spokesperson does not have this experience, see if a local public relations firm would be willing to do “pro bono” media training.

Prepare a biosketch of your spokesperson to share with the media and other interested parties.

More information on preparing spokespeople can be found in the Media Tool Section of the GSW website, <http://www.cdc.gov/drugresistance/community/news.htm>.

Promotional Materials

creating promotional materials for your event helps reinforce your messages and sets the tone for your event. These may be adapted from the GSW print ads, logos, etc. These may include:

- “Save the Date” cards
- Invitations
- Flyers
- Posters (contest in schools to design)
- Fact sheets
- Collateral materials – buttons, caps, t-shirts
- Banner to hang behind the podium
- Signs to direct participants on the day of the event

To get professional quality materials, it is helpful to work with a graphic designer.

Send out “Save the Date” cards prior to the invitations. Invitations should be sent 4 weeks prior to the event. An event announcement and promotional materials can be posted on your website as well as partner websites.

Whenever sending correspondence about your event to the media or state organizations, be sure to use the same letterhead. This is important for events being organized by coalitions, which consist of many different organizations. If your coalition does not have its own letterhead, then decide on one of the organizational letterheads to be used, and use it consistently.

Media outreach is another way to publicize your event. More information on media outreach can be found in the Media Tools section of the GSW page <http://www.cdc.gov/drugresistance/community/news.htm>

FUNDRAISING

Tips on Fundraising

Once you have determined your budget and figured out how much of a “funding gap” you are facing, the next step is to analyze your existing and potential funding sources. Consider the following sources of financial support:

Potential Sources of Financial Support

- Funding from appropriate antibiotic use or children’s health coalition members
- State and/or local health departments
- Discretionary funds from your town/city/county council or board of supervisors
- Local hospitals and large provider groups
- Insurers and managed care organizations (e.g. Blue Cross/Blue Shield distributes small grants for health events in California)
- Local businesses
- Local universities, colleges and technical schools
- Local civic groups (e.g. Rotary and Kiwanis Clubs)

You can also ask for in-kind support to supplement your financial support. Many businesses find it easier to offer free goods or services instead of donating money. Here are a few examples:

Potential Sources of In-Kind Support

- Local printing companies may be able to print flyers at no or reduced cost.
- Local food establishments, such as pizza parlors, sandwich shops, restaurants, orchards may be able to donate food for the event participants or snacks for volunteers.
- Local community groups may be able to supply volunteers for envelope stuffing.
- Hotels or conference centers may be able to provide meeting space at reduced or no cost.
- Public relations consultants may be willing to do “pro bono” media training for your spokespeople.

Approaching Potential Supporters

Here are some helpful tips for approaching and recognizing your supporters:

- Decide on a specific amount of money or a specific good/service that you will ask for from each organization.
- Develop two telephone scripts approaching potential supporters - One for the solicitation of money and the other for the solicitation of in-kind support. Be sure to mention the benefits that the funder will receive by supporting your event. For example:
 - Increased state and media visibility.
 - Recognition as a supporter of health and well being.
 - More clients/customers (i.e. for a baby store, pharmacy or health system)
- Make your initial contact via phone – This is more personal than an email or a letter, and you will be more likely to get the attention of your potential supporter. Offer to mail supporting materials after your phone call, and then follow-up to make sure that they were received.

Be sure to recognize all event supporters by putting their names in the event program and by sending them a thank you letter afterwards.

EVALUATION

It is important to know if your event was successful or not, especially if you plan on replicating it in the future. More information on evaluation can be found in the [Planning Tools Section of the GSW website](#).

Sample Checklist of Key Tasks

Before the Event

- ☐ Reserve the venue. If your event will take place outside, make sure that you have a back-up plan in case of rain.
- ☐ Make travel and lodging arrangements for out-of-town speakers. If you are using government funds, make sure that your speaker is aware of per diem limits.
- ☐ Arrange for food and beverages. (Don't forget to feed volunteers!)
- ☐ Arrange for audio visual equipment.
- ☐ Purchase office supplies that will be needed during the event (e.g. flipcharts, markers, folders, pens, notebooks).
- ☐ Arrange for the production of a banner to hang behind the speaker's podium.
- ☐ Arrange for signs to guide participants to the event room/site.
- ☐ Coordinate event registration.
- ☐ Create name badges for participants and speakers.

Day of the Event

- ☐ Set up the rooms and registration tables (one table for participants and another one for the media).
- ☐ Hand out packets/materials to participants. It is preferable to distribute them as people register so that you can point out any important documents, such as evaluation forms.
- ☐ Ensure that AV equipment is set up and functioning in advance.
- ☐ Supervise food distribution.
- ☐ Ensure that there is water for speakers.
- ☐ Staff the media table and coordinate interviews.
- ☐ Escort guests/speakers to all of the events. If you are escorting them to multiple venues, bring snacks and water for them in case they do not have time to eat.

Tips for Room Set-Up

- ☐ Reserve seats for speakers, dignitaries and other guests near the podium.
- ☐ Set aside space for the media. If radio or TV reporters will be coming, create space for video cameras and microphones near the podium.
- ☐ If print journalists are coming, reserve a row of seats near the podium.

STEP 4: BUILD PARTNERSHIPS TO SUPPORT ACTIVITIES

GSW provides a great opportunity for expanding your partnerships and leveraging the support of non-appropriate antibiotic use groups to promote appropriate antibiotic use. Visit <http://www.cdc.gov/drugresistance/community/news.htm> for a *partnership letter template*.

This section is broken down into the following components:

- Identifying the Right Partners
- Establishing Partnerships
- Working with Partners
- Assessing and Strengthening your Partnership

Identifying the Right Partners

There are many options for the types of groups that you can partner and collaborate with to plan and implement your GSW activities. These groups might include:

- Disease-specific organizations
- Non-appropriate antibiotic use health coalitions
- Health insurance companies
- Civic and service organizations
- Ethnic- and Faith-based organizations
- Local county school systems
- Colleges and universities

Before you start choosing partners, consider the following questions to help you clarify your goals for partnership and criteria for selecting partners:

- What additional resources will help you achieve your GSW objectives?
- What types of partners can provide these resources?
- How much time and resources can you allocate to managing partnerships?
- What do you want in a partner? What do you NOT want?

At the end of this section, you will find two worksheets that can help you think through these questions:

- Selection Criteria
- Identifying Partners

Establishing Partnerships

Once you have identified a few potential partners, it is important to think through the following questions before approaching them. The answers will help you to clarify the scope of collaboration, identify the benefits of the partnership, and help you decide whether pursuing the partnership is the best course of action.

For each potential partner:

1. In what ways is their mission compatible with ours?
2. In what ways will this partnership help us reach our GSW Objectives?
3. What specific activities can we collaborate on? What would the role of partners be?
4. What are potential barriers to partnership? How do we plan to overcome those barriers?
5. What risks might this partnership involve? How do we mitigate those risks?

If your organization has decided to pursue potential partners, it will be useful to develop a plan for approaching each partner and gaining their commitment to working with you. This requires connecting with the right people, understanding their goals and needs, and fostering interest in collaboration.

Some things to include in this plan:

- Contact information for potential partner
- Proposed scope of the partnership
- Any questions you might have for the potential partner about their mission, goals, activities, resources, past partnerships, etc.
- Background information on your department, organization, or coalition
- Background information on GSW

Working with Partners

Once you have agreed to collaborate with a partner, it will be critical to have a clear understanding of what you plan to do and how you plan to do it.

To get started:

- Create opportunities to get to know each other
- Set up a structure for regular communication and information sharing
- Agree on shared goals for the partnership

Next, you should jointly develop a work plan that details the tasks required to reach your goals, who will complete them, and when they will be completed. This work plan should be regularly updated to serve as a tracking tool for the partnership. At the end of this section, you will find a Work Plan Template.

Some partnerships involve administrative and financial coordination (for example, you may decide to plan events or administer programs together). In these cases, we recommend that you develop a Partnership Agreement that details goals of the partnership, roles of each partner, and how you will work together. The Partnership Agreement Template included at the end of this section may be useful in helping you develop your own.

Tips for Effective Partnerships

- Think creatively about how to work with non-appropriate antibiotic use groups
- Establish commitment at the senior level
- Be clear about goals, roles, and how you will work together
- Foster trust and respect among key players
- Maintain regular and open communications
- Manage expectations – do not promise anything you cannot deliver
- Understand and respect differences in organizational culture
- Deal with conflict openly, honestly, and in a timely manner
- Celebrate and acknowledge joint accomplishments

Assessing and Strengthening Your Partnership

Successful partnerships require regular assessment of the partnership to identify barriers to progress and areas for improvement – as well as to celebrate achievements.

There are three basic questions your coalition and its partners should ask themselves:

- How is the partnership working?
- What can we do to strengthen the partnership?
- Are we meeting our partnership goals?

Partnership Agreement Template

A. Partner Organizations

Appropriate antibiotic use Coalition

Contact Person
Address
Telephone
Fax
Email
Brief Description

Partner

Organization Name
Contact Person
Address
Telephone
Fax
Email
Brief Description

B. Statement of Intent

We, the undersigned, acknowledge a common commitment to [purpose of partnership].

By working together as partners, we acknowledge the benefits and added value that each of us can bring to fulfill this commitment.

Specifically, we expect each partner to contribute to the joint effort in the following ways:

Appropriate antibiotic use Coalition:

Partner:

C. Structures and Procedures

1. Partner Roles and Responsibilities

2. Administration (staff, day-to-day activities, contracts, financial oversight)

3. Decision-making Procedures

D. Resources

We will each provide the following resources:

Appropriate antibiotic use Coalition:

Partner:

[for example, amount of funds, staff time, printed materials]

Additionally, we will jointly pursue the following funding opportunities:

[for example, foundation grants, government awards, corporate sponsorships]

E. Monitoring Plan

We will review the partnership every [number] months in the following ways:

[list ways in which progress will be monitored]

We will make adjustments to this partnership, including revising this agreement, as necessary based on these reviews.

F. Communications

1. Internal

In recognition of the importance of maintaining open communications among the partners, we agree to the following protocol:

[i.e. monthly meetings, weekly conference calls, regular e-mail communication]

2. External

In recognition of the need to appropriately represent the partnership, we agree to the following protocol:

[outline who will serve as media contacts, process for sharing partnership information, etc.]

Signed

Representative for Appropriate antibiotic use Coalition Representative for Partner

Title

Title

Date

Date

Meeting Partnership Goals

As a result of the partnership:	If yes, provide examples:	If no, what needs to be done to achieve this?
Have new services or programs been developed?		
Are resources being used more efficiently?		
Does appropriate antibiotic use have a higher profile within your community?		
Has access to services increased?		
Has the quality of services improved?		
Has the scale and reach of your programs increased?		
Have you been better able to advocate for your constituency?		
Are there other benefits from this partnership for your coalition/organization?		
Are there other benefits from this partnership for your constituents/ organization?		

STEP 5: EVALUATE ACTIVITIES

No matter what your resources, it's a good idea to step back periodically and take a look at how and whether your program is working. This process of evaluation is well worth the effort.

Evaluation can help you:

- Make sure your program is on time, on budget, and reaching your audience.
- Identify any program components that are not working so that you can make necessary improvements.
- Identify program activities that are successful so that you can celebrate achievements and share best practices.
- Make sure that cooperating organizations are doing what they promised and are satisfied with their roles.
- Provide evidence that you have reached your objectives.
- Strengthen future programs.

In Step 1, you set SMART Objectives for your GSW activities. Using these objectives, develop indicators to measure your progress. For more information visit:

<http://www.cdc.gov/healthyyouth/evaluation/pdf/brief3.pdf>

Here are a number of methods to gather information to assess your indicators:

Monitor Your Program Timetable

Check periodically to ensure that deadlines are being met and resources used efficiently.

- Are activities taking place when scheduled? If not, examine procedures.
- Do you need to make schedules more realistic or to assign more people to a certain task?

Monitor Materials Dissemination

Track the number of materials being distributed to your audience at the various spots you chose for dissemination, such as health fairs or local merchants. For example, how many of the brochures left at the pediatrician's office have been taken? If the number seems low, try to make adjustments. Are they in an out-of-the-way spot? Could they be moved to a higher traffic area?

Track and Analyze Media Coverage

Scan newspapers and monitor radio and television programs to track your program coverage.

- How many articles, editorials, or letters have been published by the newspapers you contacted?
- How often has a radio station used the live announcer copy you sent?
- How many newsletters published an article about the GSW?
- How many people visited your website during the GSW? How many people downloaded materials from your website during the GSW?

If media coverage seems low, call your media contacts to remind them of the importance of your program. Ask whether they need different formats or other kinds of information.

Monitor Audience Response

To learn whether you are reaching your audience, you could track the number of people who respond as a result of your activities. Measures might include:

- The number of people who participated at your GSW events.
- The size of audiences at presentations.
- The number of callers who reference your materials.
- People's answers to a brief KAB (knowledge, attitude and behavior) survey about appropriate antibiotic use at an event.

Keep track of the kinds of questions people ask to help you design future activities that meet audience needs.

Monitor Partnerships

- Number of medical organizations, businesses, non-profit organizations, etc. involved in activities.
- Total value of corporate and foundation support received.
- Total value of in-kind support.
- Number of events financed.

Obtain Feedback

Ask for feedback from partnering organizations, volunteers, and other participants. Give them a chance to comment on their involvement with your organization or a particular GSW activity. A brief evaluation form (a.k.a., satisfaction survey) could ask:

- What worked particularly well?
- Which areas need improvement?
- How can improvements be made?
- What would they be willing to do next?

Use Evaluation Results

Whatever form of evaluation you choose, be sure to use the results. Modify procedures and look for more effective ways to distribute materials, shift resources, attract media or make other refinements as necessary. Above all, share your successes and lessons learned. Writing and speaking about your program is a good way to make other community groups and professionals more aware of antibiotic resistance.

What Next?

After the initial push during GSW, many organizers find that the initial enthusiasm for the program wanes. Appropriate antibiotic use education in your state will require sustained attention. Assess the strengths and weaknesses of your accomplishments, think about how your state's needs and interests may have changed, and consider the following activities:

- Publicize your successes and visibly show your appreciation to your sponsors and participants.
 - Approach potential sponsors who were not able to help before. Tell them about your successes and ask for a commitment in the next phase of your program.
 - Broaden or repeat the activities that seem to work best.
 - Focus on integrating appropriate antibiotic use education into existing programs.
 - Publicize your results and plan for ongoing activities, including next year's GSW event.
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